



Patient /family centered



Quality and safety



Positive work  
environment



Operational effectiveness



Sustainable



High value



Evidence /  
performance



Flexible/ future  
planning



Leadership

# Strategy Framework Report:

## MHS Principles and Core Dimensions

**September 2011**

# Strategy Framework: MHS Principles and Core Dimensions



## Principle 1: Provide patient and family-centered care

*Provide healthcare that is focused on the patient and family, encouraging their ease of access and participation and collaboration in the care delivery process. The patient and family's cultural background, preferences and values are acknowledged and they are treated with dignity and respect leading to a positive and meaningful experience.*

Core Dimensions:	Areas of Interest for Evaluating Achievement of the Principle (Objective)
1 Physical access and wayfinding	Ease of physically moving through the healthcare facility and its environment; ease of understanding how to get to where it is necessary to go; minimization of effort to arrive at the destination; minimization of confusion in finding the destination
2 Patient and family privacy, comfort and control	The patient and family have control over their environment; the environment is comfortable and supports their visitation needs; there is privacy for them and for their families with them.
3 Patient and family Involvement in Care Decisions	The facility environment and healthcare system positively affect ability of the family and patient's involvement in making knowledgeable health care decisions. The information is readily available; there are areas where private discussions can be held
4 Therapeutic and comfortable interiors	The interior areas of the healthcare facilities are designed to include therapeutic elements (such as atriums, respite areas) and to be comfortable to the users of the facility (patients, family, guests, staff). The design and placement of elements considered
9 Personnel Satisfaction and Retention	Focus on staff; responsibility to staff to ensure retention of high-quality, highly committed individuals with the capabilities and vision to deliver world-class health care.
12 Access to essential/vital information and education	Ensure available, accessible, timely and comprehensive information on all topics relevant to healthcare and patient records. Institute flexible, multi-source ways and means to deliver the information
13 Care options, availability, and timeliness	The right type of care is locally available within reasonable time frame; Patients have the right type of services available within a reasonable timeframe and geographical limit.
22 Social support	The facility provides opportunities for patients and family to integrate/associate with other patient/families for support and communion, within the military community and the surrounding community.

# Strategy Framework: MHS Principles and Core Dimensions



## Principle 2: Achieve world-class quality and safety

*Foster high quality and safe care by continuously improving performance to prevent the occurrence of adverse events, such as patient falls, infection rates and medication errors.*

Core Dimensions:	Areas of Interest for Evaluating Achievement of the Principle (Objective)
5 Safe environment for patients	Institute practices that minimize the likelihood of the healthcare system causing harm to the patient (iatrogenic effects). Design and construct elements and features within the infrastructure to minimize opportunities for causing harm.
6 Health maintenance/healthy practices (optimal health outcomes)	Identify, design, construct and provide elements necessary for individuals to elect for maintaining (improving) their health with the healthcare facility such as hand-washing, healthy nutritional options, exercise stations, etc.
7 Safe and effective work environment for clinical staff	The work environment for clinical staff enables the performance effective/best practice clinical activities; the environment is protective of the health and welfare of the staff while performing their clinical activities. The infrastructure is designed
8 High visibility, collaboration and effective communication	Design and construct features and elements within the healthcare facility suitable and conducive to maintaining visual contact with patient. Design and construct features and elements that support optimal clinical collaboration and communication.
10 Access to daylight, nature and respite areas	Throughout the facility, daylight is available, nature is visible and accessible and peaceful areas that have components of nature are available.
11 Indoor environmental quality (ambient)	The light is daylight to a great extent; the air and water tasteless without unpleasant odors; the noise is muted; and together the elements of the environment do not unpleasantly distract the senses of the staff, families, patients or visitors.
21 Multi-discipline collaboration on achieving world class health care	Integrated, multi-disciplined areas of interest investing time and energy into resolving, investigating and determining best way possible to deliver world-class health care.
24 Goal oriented organizational quality (professional competency and capability)	Support achievement of all professional and organization quality standards; maintain highest levels of competencies among all disciplines supporting the medical delivery system.

## Strategy Framework: MHS Principles and Core Dimensions



### Principle 3: Create a positive work environment

*Create a positive work environment that optimizes team capabilities, collaboration and strong organizational leadership. Pleasant and safe working conditions are provided to improve staff satisfaction, avoid injury and mitigate worker fatigue. Effective communications are promoted among all employees and a culture of excellence is advanced.*

Core Dimensions:	Areas of Interest for Evaluating Achievement of the Principle (Objective)
8 High visibility, collaboration and effective communication	Design and construct features and elements within the healthcare facility suitable and conducive to maintaining visual contact with patient. Design and construct features and elements that support optimal clinical collaboration and communication.
9 Personnel Satisfaction and Retention	Focus on staff; responsibility to staff to ensure retention of high-quality, highly committed individuals with the capabilities and vision to deliver world-class health care.
10 Access to daylight, nature and respite areas	Throughout the facility, daylight is available, nature is visible and accessible and peaceful areas that have components of nature are available.
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# Strategy Framework: MHS Principles and Core Dimensions



## Principle 4: Improve operational effectiveness

*Plan and design for supporting highly efficient processes in the delivery of care. Efficiencies start with the right-sized functional work areas aligned with adjacencies that promote efficient work patterns and integrated service delivery. Adjacencies are designed to decrease staff and patient travel distances, while promoting optimal work flow and improved throughputs.*

Core Dimensions:	Areas of Interest for Evaluating Achievement of the Principle (Objective)
7 Safe and effective work environment for clinical staff	The work environment for clinical staff enables the performance effective/best practice clinical activities; the environment is protective of the health and welfare of the staff while performing their clinical activities. The infrastructure is designed
8 High visibility, collaboration and effective communication	Design and construct features and elements within the healthcare facility suitable and conducive to maintaining visual contact with patient. Design and construct features and elements that support optimal clinical collaboration and communication.
12 Access to essential/vital information and education	Ensure available, accessible, timely and comprehensive information on all topics relevant to healthcare and patient records. Institute flexible, multi-source ways and means to deliver the information
13 Care options, availability, and timeliness	The right type of care is locally available within reasonable time frame; Patients have the right type of services available within a reasonable timeframe and geographical limit.
14 Process optimization and workflow	System-wide workflow improvement from trash disposal to pharmaceuticals. The integrated view of processes and infrastructure innovation to optimize the functioning of the system-wide healthcare delivery process at a facility.
15 Standardization	Elements of design and construction are based on MHS-wide standards for the type of facility and space under consideration. This standardization is a key component in achieving efficiencies at scale for the facility and for operations.
16 Adaptability, flexibility and future planning	Infrastructure designed and constructed to accommodate future requirements for growth or changing needs; infrastructure that can be modified, adapted, expanded, and repurposed with limited disruptions and minimized cost requirements due to initial planning

## Strategy Framework: MHS Principles and Core Dimensions



### Principle 4: Improve operational effectiveness

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#### 17 Building system performance and maintainability

The facility and its component parts are designed and constructed for optimal performance (efficient, effective) and for maintainability (easy to maintain) and reliability (downtime is minimal); the infrastructure includes the building exterior, interior

## Strategy Framework: MHS Principles and Core Dimensions



### Principle 5: Be sustainable with a high level of community responsibility

*Demonstrate a population health focus by being involved in community improvement and preparedness projects. Deliver LEED certified projects that are sustainable for the health of the environment and occupants. Balance the needs of the community with the integrity of nature.*

#### Core Dimensions:

#### Areas of Interest for Evaluating Achievement of the Principle (Objective)

**18 Efficient and environmentally responsible use of resources**

Conserve natural resources such as water, minerals; protect the environment through responsible selection of materials, disposal materials, and conservation of resources. Minimize use of non-reusable materials; increase use of reusable materials as ap

**19 Stewardship to the community ; collaboration with the community**

Dedication to the community -- in support of, collaboration with fully vested entity with the local community. Ensuring consistent, timely, transparent communication on matters that impact the community -- soliciting feedback and interaction; flexibility

## Strategy Framework: MHS Principles and Core Dimensions



### Principle 6: Provide high value & be good stewards of taxpayer money

*Ensure that each facility is planned, designed, constructed and operated in a manner that ensures the best value for the taxpayer while achieving world-class care for the patient. Provide executive leadership that is empowered with organizational and fiscal authority to provide high value at reasonable costs, demonstrating transparency of processes by making publicly available performance data and de-identified results of root cause analyses.*

Core Dimensions:	Areas of Interest for Evaluating Achievement of the Principle (Objective)
17 Building system performance and maintainability	The facility and its component parts are designed and constructed for optimal performance (efficient, effective) and for maintainability (easy to maintain) and reliability (downtime is minimal); the infrastructure includes the building exterior, interior
18 Efficient and environmentally responsible use of resources	Conserve natural resources such as water, minerals; protect the environment through responsible selection of materials, disposal of materials, and conservation of resources. Minimize use of non-reusable materials; increase use of reusable materials as appropriate
20 Cost effectiveness and reduction	Focus on good fiscal management and responsibility to the taxpayer. Ensuring that the funding required for world-class facilities is not lost to unproductive activities; ensuring funding meets requirements for achieving goals in most efficient and cost-effective manner



## Strategy Framework: MHS Principles and Core Dimensions



### Principle 7: Be evidence and performance based

*Routinely operationalizes evidence-based practices and processes in the delivery of care and the design of facilities. Provides access to the latest credible research and empirical evidence to inform decisions.*

Core Dimensions:	Areas of Interest for Evaluating Achievement of the Principle (Objective)
21 <b>Multi-discipline collaboration on achieving world class health care</b>	Integrated, multi-disciplined areas of interest investing time and energy into resolving, investigating and determining best way possible to deliver world-class health care.
23 <b>Leadership: responsibility, innovation, and continuous process improvement -</b>	The MTF continually monitors quality with an established Quality Improvement Program, taking responsibility for errors, and partnering with Innovative organizations and the MHS to enhance innovation within the MTF.
24 <b>Goal oriented organizational quality (professional competency and capability)</b>	Support achievement of all professional and organization quality standards; maintain highest levels of competencies among all disciplines supporting the medical delivery system.

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### Principle 8: Design for maximum flexibility, standardization & growth

*Design modular and flexible building systems and utilities infrastructure, to easily adapt spaces to accommodate new and emerging technologies, medical practices ,or surge capacity needs.*

Core Dimensions:	Areas of Interest for Evaluating Achievement of the Principle (Objective)
15 Standardization	Elements of design and construction are based on MHS-wide standards for the type of facility and space under consideration. This standardization is a key component in achieving efficiencies scale for the facility and for operations.
16 Adaptability, flexibility and future planning	Infrastructure designed and constructed to accommodate future requirements for growth or changing needs; infrastructure that can be modified, adapted, expanded, and repurposed with limited disruptions and minimized cost requirements due to initial planning.
17 Building system performance and maintainability	The facility and its component parts are designed and constructed for optimal performance (efficient, effective) and for maintainability (easy to maintain) and reliability (downtime is minimal); the infrastructure includes the building exterior, interior

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### Principle 9: Decision making based on best practices and innovation

*Adopt a knowledge driven approach to healthcare delivery and facility design process. Focus on collaboration with government, academia, and the building community to ensure that world-class is inculcated in the MHS facility portfolio. Look for opportunities to identify and support innovation and research.*

#### Core Dimensions:

#### Areas of Interest for Evaluating Achievement of the Principle (Objective)

- |   |  |
|---|--|
| 23 <b>Leadership: responsibility, innovation, and continuous process improvement -</b>  | The MTF continually monitors quality with an established Quality Improvement Program, taking responsibility for errors, and partnering with Innovative organizations and the MHS to enhance innovation within the MTF. |
| 24 <b>Goal oriented organizational quality (professional competency and capability)</b> | Support achievement of all professional and organization quality standards; maintain highest levels of competencies among all disciplines supporting the medical delivery system.                                      |